

LTG Jack C. Stultz**Chief, Army Reserve and Commanding General,
U.S. Army Reserve Command****One Weekend a
Month, Two Weeks
in Summer No Longer
Meet Nation's Needs**

In the 20th century, Army Reserve recruiters sought men and women willing to give up one weekend a month and two weeks in the summer in return for money for college, an interesting part-time job and an opportunity to serve their country. In return, our nation got the strategic force in reserve it needed during the Cold War era.

Those days are gone.

Today's Army Reserve is no longer a strategic reserve. Instead, it is an operational force and an integral part of the world's greatest Army. Today's units are prepared and available to deploy with a full complement of trained Soldiers and equipment when the nation calls.

Since Sept. 11, 2001, more than 162,000 Army Reserve Soldiers—80 percent of our force—have mobilized to serve in Iraq, Afghanistan, and more than a dozen other countries. About 22,000 Soldiers have deployed more than once.

Today, more than 30,000 Army Reserve Soldiers serve on active duty in support of the long war. About 20,000 serve overseas, while another 10,000 support homeland defense missions at training centers, mobilization sites, and medical centers.

The force contributes to the accomplishment of every Army mission, and it complements the joint force with the skills our Warrior Citizens bring from their civilian professions.

Our force of Warrior Citizens includes surgeons, fire chiefs, teachers, city planners, waterworks directors, and police officers who have skills acquired in their civilian careers that aren't resident in the Active Component. The wars in Iraq and Afghanistan have demonstrated our need for their capabilities, which are critical to stability and reconstruction operations and to rebuilding a nation.

Transforming the Force

The men and women of the Army Reserve have answered the call to duty—and they continue to answer the call—while, at the same time, undertaking the most comprehensive transformation and modernization of the force since World War II. They are leading our transformation from a stra-



LTG Jack C. Stultz became chief, Army Reserve, and commanding general, U.S. Army Reserve Command, on May 25, 2006, after serving as the command's deputy commanding general since October 2005. A veteran of 32 years in the Army and Army Reserve, LTG Stultz deployed three times in his career, for Operation Desert Storm, for Operation Joint Endeavor/Joint Guard, and, most recently, for Operation Iraqi Freedom, October 2002 to August 2004. As a Warrior Citizen, LTG Stultz has been employed for 25 years by Procter and Gamble, where he serves as an operations manager in Orlando, Fla. He is married to the former Lauralyn Brown of North Wilkesboro, N.C. The couple has four children and two granddaughters.

tegic reserve to an operational force of skill-rich capabilities to complement the Army's transformation to a more lethal, agile, and capabilities-based modular force.

Recommendations by the Base Realignment and Closure Commission (BRAC) drive some of our transformation efforts. Through this initiative, we are moving Army Reserve Soldiers into 125 modern, state-of-the-art Armed Forces Reserve Centers by closing 176 outdated facilities that no longer meet the needs of the war force. Some moves have already been completed; many others are under way. More than half will be completed by the end of 2008, with the remainder scheduled for completion in 2011. In the end, we will be better able to more effectively prepare our Soldiers for war.

Transforming to meet today's demand for Army Reserve forces has led to the development of a host of initiatives. When implemented, these initiatives will—

- Ensure more focused and efficient management, increasing units' and Soldiers' readiness;
- Increase the number of Army Reserve Soldiers in deployable units;
- Provide improved facilities and more effective training to Army Reserve Soldiers;
- Streamline the command and control of Army Reserve forces;
- Increase the number of Soldiers in specialties needed to support the long war; and
- Improve the Army Reserve business, resource management, and acquisition processes.

As we continue to adjust to current needs, we must remember that transformation is not a destination. It is a journey that will change the Army Reserve to meet the ongoing operational challenges of the long war while supporting other missions around the globe.

Restructuring the Force

To ensure that the Army Reserve remains strong and relevant in the 21st century, we will continue to restructure our forces to better support the Army's needs, reduce the units that are less often deployed, and eliminate units that have little utility on today's battlefields.

We are flattening our command and control structure to make it more responsive. To that end, we began standing up four Regional Readiness Sustainment Commands in September; meanwhile, plans continue to stand down our 11 Re-

gional Readiness Commands. In addition, we are standing up functional commands that relate to a specific dimension of warfighting.

Through 2008, we will activate deployable, functional command and control (C2) Army Reserve forces, including an aviation command and five expeditionary sustainment commands, one military police command, three combat support brigades (maneuver enhancement) and eight sustainment brigades. These commands will provide a more focused, streamlined, C2 structure that will generate fiscal efficiencies and increase the size of our deployable force.

The result of restructuring of our force will be an increase in ready, deployable assets to support the long war. It will reduce overhead and provide a more responsive structure that better meets the needs of our nation and our Soldiers.

Rebalancing the Force

As we transform the Army Reserve, we must identify capabilities necessary to fill operational requirements and ensure we can provide them. We must also identify and eliminate capabilities that add no value on the battlefield.

As a result, we are building upon our core competencies in civil affairs, psychological operations, and medical programs while divesting ourselves of units that are less in demand, such as smoke generating companies. We also are examining our force to determine who can most effectively perform key functions in theater. Currently, contractors perform critical logistical, administrative, and service-support functions in theater, and, together with the Department of the Army, we are considering expansion of their roles to include logistical work now done by Army Reserve Soldiers.

Additionally, we will identify capabilities we don't have but should. For example, force protection and security for combat support and combat support services forces



SFC Dallas Bryan, 467th Engineer Battalion, 3rd Infantry Division, scans down a road for oncoming traffic. The unit patrols roads in BaQubah, Iraq, looking for improvised explosive devices planted by insurgents. (Photo by SSG Matthew Acosta/USAR)

remain a challenge, so we must determine whether the Army Reserve needs combat forces to provide security to convoys traveling through hostile territory, forward-deployed combat support hospitals, and logistics bases. Such forces would significantly alleviate the burden placed on the Army, the National Guard, and other services. They could also provide greater career opportunities and growth for current Army Reserve infantry Sol-

manders to plan for periods when Soldiers will be available to them.

Training the Force

If we are to meet the demands of an operational and expeditionary force, the Army Reserve no longer has the luxury of extended time for training after mobilization. We now employ a “train-alert-deploy” model that

required a fundamental change in our training strategy to prioritize scarce resources.

In the past, Army Reserve units trained during two-day monthly battle assemblies and during the 14-day annual training event. With ARFORGEN, the Army Reserve’s five-year training cycle will increase unit annual-training requirements from 14 days in the first and second years to 21 days in year three, and to 29 days in year four. More annual training days better prepare units to conduct pre-mobilization training and to participate in collective training events, such as National Training Center exercises.

Recognizing that the work our Soldiers do is vital, we must provide them with the right equipment and ensure that they train

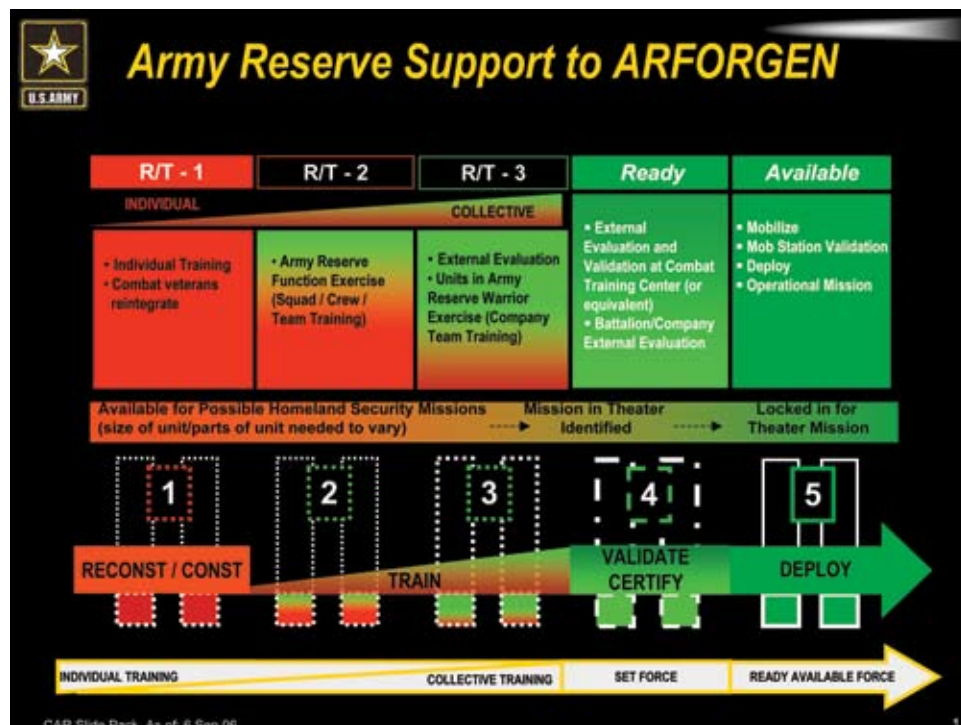
with the same equipment they will use when they deploy. They should never arrive on the battlefield to find equipment with which they’ve never worked or trained.

To fully prepare our Soldiers to deliver what today’s battlefields demand, we developed a strategy to make the most effective and efficient use of our gear. The strategy calls for maintaining equipment at four main areas: home station, strategic deployment sites, individual training sites, and collective training sites. We are also working to replace Army Reserve equipment that was damaged or left in theater.

When our force was a strategic reserve, our combat support units were considered theater-level units that operated in the rear. They didn’t need night-vision gear or 50-caliber machine guns. Well, “the rear” doesn’t exist anymore, and on today’s asymmetric battlefield, our Soldiers must be equipped and fully prepared for attacks and ambushes because the front line is everywhere in this war.

Sustaining the Force

Make no mistake about it; the key to our future success is filling our ranks. Ours is an all-volunteer force,



diers, such as drill sergeants at our institutional training divisions.

Maintaining the Force

As we work to deliver the right Soldiers with the right skills and equipment to the right place at the right time to do the job right, we must find a balanced way to provide warriors when our nation calls on us that yet allows our Warrior Citizens to attend to their families, their careers, and their educational aspirations. To accomplish this, the Army Reserve remains committed to implementing the Army Force Generation model (ARFORGEN).

ARFORGEN is a process in which units move through defined phases in order to reset, train, achieve mission readiness, and be available for deployment. The Army Reserve applies this process over a five-year cycle. Under ARFORGEN, a Soldier will be available for mobilization once every five years, if needed. This kind of predictability in the mobilization cycle allows Soldiers to plan important aspects of their life, and, at the same time, allows families, employers, and combatant com-

and it will continue to be an all-volunteer force.

So, as I told my sales force in my civilian occupation, we have a value equation. If I ask customers to buy one product instead of another, they will consider the cost and the benefit to them and pick the product that best meets their needs for a price they're willing to pay.

Soldiers are like that, too. They will ponder the cost of being a Soldier in the Army Reserve and what they get for their service. In the past, it just cost them one weekend a month and two weeks in the summer. Through necessity, we changed that equation. Today, the cost to our Soldiers is deploying about once every five years; that is a year away from home, family, and career. And that's before we add to the debit column the dangers they'll face.

The current operational tempo has placed unprecedented strain on our Warrior Citizens, their families, and the employers of this nation. We must understand that we're asking more of our Soldiers today, and we must ensure that the quality of life our Soldiers and their families enjoy matches the quality of service they give the nation.

We have to consider what we can offer our Soldiers to balance that equation. Tuition assistance, increased enlistment bonuses and reenlistment bonuses, health-care benefits, and GI Bill-type entitlements may help, but more is needed. We have to think outside the box if we are to continue to attract Soldiers to the Army Reserve and retain them and their families.

One idea is a portfolio of benefits like that offered by many of today's corporations. While some employers provide standard benefits, such as life insurance, health care, and a retirement plan, more progressive companies offer a benefits package in which the company provides a set amount of funds for benefits but allows the employees to select the benefits. They can request dental insurance, child-care coverage, or vision insurance.

In the Army Reserve, a portfolio of benefits could provide an individual benefits packages tailored to Soldiers' needs that replaces other incentives. For example, if we offered a \$20,000 re-enlistment bonus, we could offer the option to spend some or all of that bonus on health-care coverage, college tuition, or a retirement plan.

Suddenly, the Soldier's career in the Army Reserve could become much more than the Soldier's career; it's a family career. Spouses will motivate Soldiers to better performance so their kids can go to college, or Soldiers might stay in longer to provide a comfortable retirement for their spouses.

On the other hand, it may be more efficient to approach civilian employers with the notion of sharing the cost of benefits we both provide our Warrior Citizens. We have settled on no specific course of action, but I believe we must explore these and similar options if we are to sustain the force.



CPT Kiel Scott, commander of the 414th Transportation Company, oversees his troops at Udairi Range, Kuwait. (Photo by Chuck Prichard/USAR)

The Greatest Generation

In my view, the next Greatest Generation is serving in our Armed Forces today. The bright, talented, and dedicated men and women of the Army Reserve, who serve alongside their fellow Soldiers in the Army and National Guard, are the centerpiece of our force, and I am proud to serve with them.

I recognize that we recruit a Soldier and retain a family, and I believe a system that lets Soldiers, their families, their civilian bosses, and their military leaders know when they may deploy will help us attract citizens to our force. That system would also retain many warriors who are valued members of our team by letting them know their contributions are important and valued.

I believe transforming, restructuring, and rebalancing the force and implementing ARFORGEN will tip the value equation in favor of the Army Reserve. But we can fill our ranks, sustain the all-volunteer force, and meet requirements as an operational force only if three critical factors remain constant:

1. Army Reserve Soldiers must continue to feel that what they are doing is important.
2. They must know they have the support of the American people.
3. They must have predictability or some certainty, so they can balance their civilian lives—in coordination with their employers and their families—and their military service to the nation.

They deserve nothing less. ●